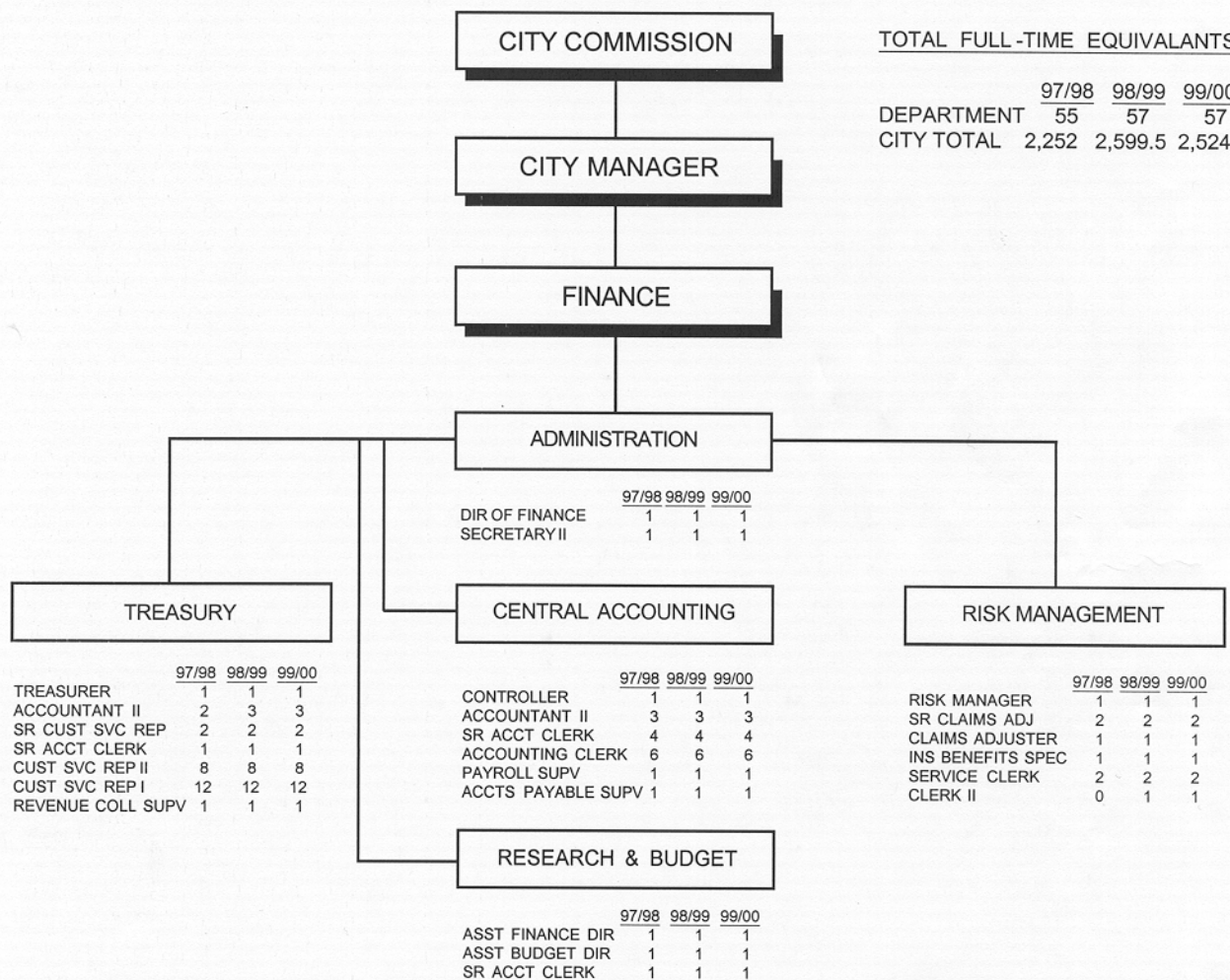


ORGANIZATION PLAN

FINANCE



TOTAL FULL-TIME EQUIVALANTS

| | 97/98 | 98/99 | 99/00 |
|------------|-------|---------|---------|
| DEPARTMENT | 55 | 57 | 57 |
| CITY TOTAL | 2,252 | 2,599.5 | 2,524.7 |

FINANCE DEPARTMENT

MISSION

Provide a sound financial foundation for all departments, enabling them to work in the best interests of our community, and instill the City's value system among our employees to foster innovative solutions, achieving an outstanding level of service at a reasonable cost.

FY 1999/2000 GOALS, OBJECTIVES AND SELECTED PERFORMANCE MEASURES

| | FY 1997/1998 | FY 1998/1999 | FY 1999/2000 |
|--|----------------|------------------|----------------|
| <u>DIVISION:</u> Administration | <u>Actuals</u> | <u>Estimated</u> | <u>Adopted</u> |
| Total Budget | \$235,072 | \$229,395 | \$237,214 |
| Total FTE's | 2 | 2 | 2 |

1. Goal: Maintain the City's excellent bond ratings with Moody's Investors Service and Standard & Poor's Corporation.

Objective: a. Increase unreserved General Fund balance for the next two years to equal 7-10% of revenues.

| <u>Selected Performance Measures</u> | FY 1997/1998 <u>Actuals</u> | FY 1998/1999 <u>Estimated</u> | FY 1999/2000 <u>Target</u> |
|--------------------------------------|--------------------------------|----------------------------------|-------------------------------|
| Effectiveness: | | | |
| Moody's Bond Rating: | | | |
| General Obligation | Aa3 | Aa3 | Aa3 |
| Excise Tax | A1 | A1 | A1 |
| Water & Sewer | Aa2 | Aa2 | Aa2 |
| Standard & Poor's Rating: | | | |
| General Obligation | AA | AA | AA |
| Excise | A+ | A+ | A+ |
| Water & Sewer | AA- | AA- | AA- |
| General Fund Balance/Revenues | 5 % | 6 % | 7 % |

| | FY 1997/1998 | FY 1998/1999 | FY 1999/2000 |
|--|----------------|------------------|----------------|
| <u>DIVISION:</u> Central Accounting | <u>Actuals</u> | <u>Estimated</u> | <u>Adopted</u> |
| Total Budget | \$907,297 | \$966,093 | \$963,599 |
| Total FTE's | 16 | 16 | 16 |

2. Goal: Disseminate financial information to the Commission, the public, bondholders, departments, employees and outside agencies in a timely and efficient manner.

Objectives: a. Process transactions through the centralized financial system.

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- b. Complete annual audit and preparation of the City's Comprehensive Annual Financial Report for submission to the City Commission on February 15, 2000.
- c. Prepare various internal and external financial reports including the State of Florida Annual Report due March 31, 2000.
- d. Process bi-weekly, monthly, and special annual payrolls for the employees, retirees and beneficiaries.
- e. Process vendor payments and non-expenditure disbursements.
- f. Ensure that adequate controls are maintained for all disbursements of the City in both the payroll and accounts payable areas.
- g. Implement a new Payroll/Personnel system.

| <u>Selected Performance Measures</u> | FY 1997/1998 <u>Actuals</u> | FY 1998/1999 <u>Estimated</u> | FY 1999/2000 <u>Target</u> |
|--|--------------------------------|----------------------------------|-------------------------------|
| Workloads/Outputs: | | | |
| Vendor Checks Issued | 33,047 | 32,000 | 32,000 |
| Invoices Processed | 42,889 | 43,000 | 43,000 |
| Payroll Checks/Direct Deposit | 95,471 | 96,000 | 96,000 |
| Financial Transactions | 366,850 | 382,000 | 385,000 |
| Efficiency: | | | |
| Invoices/4 FTE's | 10,722 | 10,750 | 10,750 |
| Employees on Direct Deposit | 58 % | 60 % | 60 % |
| Retirees/Beneficiaries on Direct Deposit | 75 % | 78 % | 80 % |
| Financial Transactions Interfaced | 69 % | 70 % | 70 % |
| Journal Entries Automated | 50 % | 42 % | 55 % |
| | | * | |
| Effectiveness: | | | |
| Received GFOA Financial Reporting Award | Yes | Yes | Yes |

*Due to Temporary Software Problem

| | FY 1997/1998 <u>Actuals</u> | FY 1998/1999 <u>Estimated</u> | FY 1999/2000 <u>Adopted</u> |
|---|--------------------------------|----------------------------------|--------------------------------|
| <u>DIVISION:</u> Risk Management | | | |
| Total Budget | \$921,018 | \$1,168,475 | \$1,188,662 |
| Total FTE's | 7 | 8 | 8 |

3. Goal: Protect the City's operating budget by minimizing the City's exposure to risk, accurate reserving/funding of incurred liabilities, and proper allocation/distribution of the cost of accidental losses.

Objectives: a. Develop renewed safety programs citywide, reducing loss.

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- b. Utilize an improved information management system to increase efficiency, and more accurately allocate costs.
- c. Further reduce loss expectancy on property exposures by \$1 million dollars.
- d. Further eliminate reserve liability through efficient disposition of claims.
- e. Redesign employee benefits program to better serve all City employees, increasing quality and cost effectiveness.
- f. Redesign the Wellness Program to comply with audit recommendations and improve its function.
- g. Develop risk management reporting for use in loss/cost control efforts.
- h. Reduce total cost of risk by realigning insurance policies and retention levels.
- i. Streamline use of outside resources in brokerage and consulting.

| <u>Selected Performance Measures</u> | FY 1997/1998 <u>Actuals</u> | FY 1998/1999 <u>Estimated</u> | FY 1999/2000 <u>Target</u> |
|--|--------------------------------|----------------------------------|-------------------------------|
| Workloads/Outputs: | | | |
| Claims (Property & Casualty) | 670 | 494 | 450 |
| Workers' Compensation Claims | 450 | 325 | 300 |
| Customer Calls (Claims & Benefits) | 35,000 | 37,500 | 37,000 |
| Efficiency: | | | |
| New Liability Claims/2 FTE's | 319 | 338 | 300 |
| Effectiveness: | | | |
| Claims Settlement Rate (No Litigation) | 98 % | 98 % | 98 % |

| | FY 1997/1998 <u>Actuals</u> | FY 1998/1999 <u>Estimated</u> | FY 1999/2000 <u>Adopted</u> |
|----------------------------------|--------------------------------|----------------------------------|--------------------------------|
| <u>DIVISION:</u> Treasury | | | |
| Total Budget | \$1,417,444 | \$1,537,833 | \$1,751,945 |
| Total FTE's | 27 | 28 | 28 |

4. Goal: Provide an outstanding level of customer service while generating, collecting and accounting for all revenues due to the City.

- Objectives:
- a. Assure sufficiency of working capital by making funds available as needed.
 - b. Maximize return on capital through the administration of an aggressive investment program.
 - c. Administer a cost effective and productive utility billing operation for the City.
 - d. Complete enhancements of existing billing systems to maximize collections.
 - e. Assist and train other departments in proper billing, revenue accounting and safeguards.

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| <u>Selected Performance Measures</u> | FY 1997/1998 <u>Actuals</u> | FY 1998/1999 <u>Estimated</u> | FY 1999/2000 <u>Target</u> |
|--------------------------------------|--------------------------------|----------------------------------|-------------------------------|
| Workloads/Outputs: | | | |
| Utility Accounts Billed | 648,468 | 650,000 | 650,000 |
| Utility Billing Work Orders | 47,932 | 60,000 | 60,000 |
| Efficiency: | | | |
| Utility Bills/23 FTE's | 28,194 | 28,260 | 28,260 |
| Reconciliations Performed Timely | 100 % | 100 % | 100 % |
| Effectiveness: | | | |
| Increase Telecom Tax Revenues | \$104,625 | \$60,000 * | \$110,000 |

*FY 1998/99 Revenues reflect a \$41,013 refund for prior year tax overpayments.

| | FY 1997/1998 <u>Actuals</u> | FY 1998/1999 <u>Estimated</u> | FY 1999/2000 <u>Adopted</u> |
|---|--------------------------------|----------------------------------|--------------------------------|
| <u>DIVISION:</u> Research and Budget | | | |
| Total Budget | \$254,377 | \$264,151 | \$270,096 |
| Total FTE's | 3 | 3 | 3 |

5. Goal: Facilitate and monitor the City's budget process and provide information for decision making to the City Management, City Commission, advisory boards, and taxpayers in order to produce a legally and politically acceptable balanced budget, that meets GFOA standards.

- Objectives:
- a. Coordinate budget preparation and review process and provide staff training.
 - b. Prepare the City's annual budget, furnish requested information to the public, and have the budget document published and available on the City's website by December 1, 1999.
 - c. Monitor budget expenditures and prepare expenditure and revenue projections.
 - d. Perform research and policy analysis.
 - e. Act as liaison to the Budget Advisory Board and provide staff support related to the funding of community groups for the Community Services Board and the Economic Development Advisory Board.
 - f. Implement a new payroll projection system to project salaries and benefits for the budget process.

| <u>Selected Performance Measures</u> | FY 1997/1998 <u>Actuals</u> | FY 1998/1999 <u>Estimated</u> | FY 1999/2000 <u>Target</u> |
|--------------------------------------|--------------------------------|----------------------------------|-------------------------------|
| Workloads/Outputs: | | | |
| Budget Preparation & Training Hours | 2,745 | 2,706 | 2,710 |

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| | | | |
|--------------------------------------|----------------|------------------|---------------|
| Special Projects & Research Studies | 21 | 22 | 25 |
| Advisory Board Staff Hours | 177 | 200 | 200 |
| | FY 1997/1998 | FY 1998/1999 | FY 1999/2000 |
| <u>Selected Performance Measures</u> | <u>Actuals</u> | <u>Estimated</u> | <u>Target</u> |

Efficiency:

| | | | |
|--------------------------|----|----|----|
| Research Studies/2 FTE's | 11 | 11 | 13 |
|--------------------------|----|----|----|

Effectiveness:

| | | | |
|---|-----|-------|-------|
| Received GFOA Budget Presentation Award | Yes | Yes | Yes |
| Gen. Fund Budget Estimates vs. Actuals | 1 % | 0.8 % | 0.8 % |

| | <u>FY 1997/1998</u> | <u>FY 1998/1999</u> | <u>FY 1998/1999</u> | <u>FY 1999/2000</u> |
|----------------------------|-----------------------|---------------------|---------------------|---------------------|
| | <u>Actual</u> | <u>Orig. Budget</u> | <u>Est. Actual</u> | <u>Adopted</u> |
| <u>General Fund</u> | | | | |
| Revenues | | | | |
| Taxes | \$ 93,430,281 | 96,624,784 | 98,158,792 | 101,986,028 |
| Intergovernmental Revenue | 14,351,310 | 13,739,100 | 14,660,308 | 14,197,600 |
| Charges for Services | 70,714 | 58,300 | 69,900 | 63,500 |
| Miscellaneous Revenues | 9,559,886 | 10,060,296 | 10,149,251 | 10,644,834 |
| <i>Total</i> | <u>\$ 117,412,191</u> | <u>120,482,480</u> | <u>123,038,251</u> | <u>126,891,962</u> |

Expenditures

| | | | | |
|--------------------------|---------------------|------------------|------------------|------------------|
| Salaries & Wages | \$ 1,881,425 | 2,005,518 | 1,954,713 | 2,040,315 |
| Fringe Benefits | 560,423 | 613,888 | 587,615 | 645,767 |
| Services/Materials | 328,100 | 365,899 | 366,957 | 404,896 |
| Other Operating Expenses | 34,961 | 39,707 | 42,712 | 84,376 |
| Capital Outlay | 9,280 | 33,400 | 45,475 | 47,500 |
| <i>Total</i> | <u>\$ 2,814,189</u> | <u>3,058,412</u> | <u>2,997,472</u> | <u>3,222,854</u> |

Insurance Fund

Revenues

| | | | | |
|---------------------------|----------------------|-------------------|-------------------|-------------------|
| Intergovernmental Revenue | \$ 0 | 5,000 | 0 | 5,000 |
| Charges for Service | 18,354,794 | 18,953,314 | 19,463,929 | 19,425,436 |
| Miscellaneous Revenues | 1,312,211 | 796,200 | 991,905 | 887,200 |
| <i>Total</i> | <u>\$ 19,667,005</u> | <u>19,754,514</u> | <u>20,455,834</u> | <u>20,317,636</u> |

Expenditures

| | | | | |
|--------------------------|------------|---------|---------|---------|
| Salaries & Wages | \$ 328,726 | 406,175 | 376,467 | 371,447 |
| Fringe Benefits | 236,328 | 217,812 | 229,105 | 216,461 |
| Services/Materials | 145,537 | 286,712 | 273,544 | 349,262 |
| Other Operating Expenses | 191,514 | 200,051 | 164,358 | 217,792 |

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| | | | | |
|----------------|-------------------|------------------|------------------|------------------|
| Capital Outlay | 12,952 | 69,000 | 125,000 | 33,700 |
| <i>Total</i> | \$ <u>915,057</u> | <u>1,179,750</u> | <u>1,168,474</u> | <u>1,188,662</u> |